Pride of Place

A Discussion Paper
Presented to the Council
of the City of Scarborough by
The Scarborough Image Committee
May 1991

91-06578/

Pride of Place

Celebrating Scarborough

Discussion Paper

On the City's Image

Presented by the Scarborough Image Committee

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May 1991

TO: HER WORSHIP, MAYOR JOYCE TRIMMER and
MEMBERS OF COUNCIL of the
CITY of SCARBOROUGH

In November of 1990, the City of Scarborough Council initiated the formation of a citizen committee to examine issues relating to the image of Scarborough.

The Image Committee consists of dedicated volunteers, representing all aspects of the Scarborough community, who are committed to Scarborough. The Committee spent many hours reviewing perceptions of Scarborough and developing a vision for the future.

The response from the community was overwhelming. Over 300 people participated in the Round Tables, both in person and in writing, describing their vision for Scarborough. The enthusiastic participation of the community in the process made our job much easier, and the credit for this discussion paper belongs to these volunteers and participants.

The two impressions gained from this process were unrealized potential and genuine pride in our community. This discussion paper celebrates our vision of Scarborough and sets out action steps so that we may reach and accomplish a new vision.

Together, in partnership with the community, we met the challenge and achieved the goal set out by the Council. We are pleased and, indeed, proud to present to you the culmination of the committee's work, the Image Committee's Discussion Paper on the City's image. We are confident that the Action Steps set out in this report can lead us to a new image - **a Pride of Place.**

We anticipate Council will endorse in principle and actively promote this paper by seeking further consultation with the community in the accomplishment of the recommendations.

On behalf of
the Scarborough Image Committee

Alex Park
Co-Chairman

Marilyn Mushinski
Co-Chairman

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BACKGROUND

The City of Scarborough through this Committee of Council has taken a bold initiative in identifying and planning for the future success of Scarborough.

The purpose of this paper is to develop a forward -thinking plan of action to assist the public and private sectors to realize the full potential of Scarborough to attract business, develop pride in community and help the City successfully define and communicate its vision.

The City of Scarborough boasts a multitude of strengths —
natural resources, facilities, and diverse peoples, upon which to build a positive image.

Within this context, the Scarborough image paper "Pride of Place" represents an initial step in recognizing the potential of the municipality and the need to develop a vision to which **ALL** members of our community can contribute.

GOALS AND OBJECTIVES

The major goal of this image paper is to provide a cohesive framework for future plans and to realize economic, social, political and cultural benefits for the City of Scarborough.

Goal

To gain an understanding of how Scarborough is perceived and develop a progressive vision for our community with proposed action steps.

Objectives

- To work in partnership to develop a discussion paper on actions that should be taken to project a positive image of Scarborough.
- To recommend priorities and offer suggestions as to who should implement the recommendations.

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PROCESS

The Image Paper represents the final stage in a study process intended to document and evaluate a full range of opportunities for the City of Scarborough. The process involved the establishment of an Image Committee, as recommended by Scarborough's Council, to steer all phases of the project.

Scarborough Image Committee

Selection

Members of the Committee were selected in consultation with the co-chairman and the City Manager, as directed by Council, using the following criteria:

- Representation from a cross-section of the community who have a concern for the City's image or who are effectively working to promote a positive image of Scarborough.
- Suggested sectors for representation: business, development, arts, education, ratepayers, media, tourism, ethnic community
- The Committee be kept to a manageable size - task oriented work groups
- Volunteers willing to commit a large amount of time and energy.

Role

- Identify key issues
- Seek input from Community and other sources
- Develop report based on objectives
- Present report to Council

Members

Co-Chairman	Alex Park - Scarborough Cable T.V.
	Marilyn Mushinski - Councillor, Ward 5
Members	Cynthia D'Anjou-Brown - Human Services Scarborough
	Frank Emmerson - Scarborough Board of Education
	Dr. David Fai - Midland Park Residence Association
	Daniel Goldberger - Magnolia Group
	Bill Guthrie - Union Representative, City of Scarborough
	Andre Kuzmicki - Chamber of Commerce/Prudential Insurance
	Ray Letheren - Scarborough Arts Council
	Terry MacGorman - Centennial College
	Vivienne Poy - Designer
	Maureen Prinsloo - Metro Toronto Councillor
	Donald Roughley - City Manager
	Toby Styles - Metro Toronto Zoo
	Ron Watson - Councillor Ward 10

PROCESS

Image Committee

Resource Staff

Anna Bates - City Manager's Office
Carl Knipfel - Planning
Sheila Hall - Clerks
Brenda Librecz - Economic Development
Cindy Mucci - Economic Development
Don Rodgers - Corporate Services

Consultation with Public

In order to solicit input from a variety of sources and specialties, a Round Table structure was utilized.

Round Tables

Purpose: To stimulate discussion concerning the City's image (both positive and negative) and to gain an understanding of City issues which will be summarized into one action report.

Tasks: The Round Table discussions were focussed on the following areas:

Perception, Vision, Action

Sectors: Fifteen Round Table sessions were held with over 300 persons involved from the following sectors: Arts/Culture, City Administration/Unions, City Centre, Development, Environment, Education, Media, Multicultural, Private Industry/ Service Sector, Professional Organizations, Ratepayers/Community, Seniors/Youth, Service Clubs/Recreation, Social Services (Police, Health, and Disabled), and Tourism.

Representatives from each sector met to discuss Scarborough's image from their own perspective and to work through the above tasks related to image. The Round Table sessions stimulated discussion and provided a focus for the Image Committee by asking the following questions:

- **What is the City's Image?**
- **Why are we perceived this way?**
- **How do we change or enhance our Image?**
- **Who should be involved?**

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PROCESS

Consultation with The Public

The Committee explored several other avenues for input concerning the City's image which contributed significantly to this action report.

- Advertisements - soliciting written comments
- Interviews with media - CBC, Global T.V., Globe and Mail, Scarborough Mirror
- Digital Announcements on Scarborough Cable 10
- Street Interviews with public by Scarborough Cable 10
- Call-in television program - Scarborough 2000
- Consultations with political representatives
- Public meeting on City's image.

Summary

- **Image Committee set up**
- **Consultation with Public: Round Tables, Media, Public Meeting, etc.**
- **Findings summarized into discussion paper by Committee.**

PERCEPTIONS

The first phase of the Committee's work dealt with several fundamental questions:

- **What is the City's Image?**
- **Why is Scarborough perceived this way?**

After soliciting input on these areas the Committee summarized its findings. These findings led us to the development of several cornerstone themes which assisted in developing action statements.

WHAT IS THE CITY'S IMAGE?

The City is perceived as:

- Having a great deal of potential
- Bountiful in natural features - Bluffs, Waterfront, Rouge Valley
- Having excellent access and transportation systems
- A clean city with good environmental initiatives
- A city of diversified peoples - multicultural community
- Having a focus on sports
- Having an excellent educational system and facilities
- Community of separate communities - beautiful neighbourhoods
- Boring, no image or identity
- Bedroom community
- Lacking big City status - smaller communities have better amenities for their citizens
- Status quo - no change (static not dynamic)
- Providing city services that are fair but delivery poor
- Not a place to do business - development and industry not invited or appreciated
- Poor cousin in Metro - Metro needs to provide more services: transit, police and social services
- Needing more leadership from **all** members of community
- Not well planned - no big picture planning
- Non-pedestrian City
- As a Borough not a City.
- A City with no heart - where is the City Centre?
- A City Centre with: "Shopping Centre in a sea of parking" and not much more
- Physical features were identified as both strengths and weaknesses. The strengths were: natural features, waterfront, Bluffers Park, Rouge Park, Parks and wooded area in City Centre. The weaknesses were: strip plazas, the Golden Mile, streets and roadways not pedestrian oriented, massive amount of condos, fewlandmark buildings.

PERCEPTIONS

Why is Scarborough perceived this way?

- Lack of focus and clear vision
- Uncooperative - need to develop more partnerships
- Lack of celebration in all areas of community (especially in areas of heritage, multicultural, arts and culture, innovations, business recognition etc.)
- Political environment - non-inviting and confusing to public
- Communication and public relations severely under-developed - we do not get good media because we do not produce compelling activities to attract it
- Public needs to be educated - the City needs to instruct and inform - Must get the message out about our successes - and there are many successes!
- Action lacking - get on with plans - do something!
- No system of rewarding excellence
- Non-enterprising - needs to be more welcoming and business-like
- Leadership problems in all areas - need clear policies, risk taking and entrepreneurship
- Better interaction between various groups in community required to stimulate harmony and partnerships in building a future together
- Insufficient attention paid to business needs and concerns
- Need to build better relationships with media to promote and celebrate our City, so that the media will cover more than just crime stories in Scarborough
- Nobody really knows Scarborough - due to the lack of celebration and promotion "Scarborough is the best kept secret".

Summary of Perceptions

The Committee identified several major areas of special concern which were clearly stated many times . These areas have been focussed into a theme for the paper and integrated as "cornerstones of action". These items will be embraced and acted upon by all members of the community for our City to become successful.

Cornerstones of Action

P artnership
L eadership
A ction
C elebration
E nterprise

"PRIDE OF PLACE"

ROUND TABLE GOALS

Round Table Goals

The Committee's experience with the Round Table structure was extremely rewarding and beneficial to the City. As was expressed by many of the Round Table participants -"Thank you for listening." Many people spoke passionately about the direction of Scarborough's future and their interpretation of how it relates to their City's image. In order to provide the reader with an overview of each Round Table and its VISION for Scarborough, we have provided below all the strategies/goals from each session. The following portray how these Round Tables would like to see Scarborough in the future - for us ..."the future is now".

Scarborough is ...

... a City that is seen as art itself. A leader in Canadian arts programming and an avenue for introducing Canadian drama and innovative theatre. **(Arts/Culture)**

... a healthy, effectively managed, and respected city, in which we are perceived to be special or the best, due to our spirit, innovations and desire to celebrate our strengths. **(City Administration/Unions)**

...a City with an exciting, active, identifiable, memorable core area that acts as a symbol of some of the City's highest aspirations. Its development is realized through partnerships of the City, business and residents. It offers a variety of activities to attract visitors and serve residents and employees and is the most urban, pedestrian comfortable environment in the City. **(City Centre)**

...a City that invites and actively seeks high quality development and is proud to be the headquarters of thousands of prominent corporate citizens. **(Development)**

...a City that recognizes young people as the next generation of leaders, and actively fosters the well-being and development of its children by providing resources and opportunities within both education and the larger Scarborough community. **(Education)**

...a City in which a high quality environment is researched and maintained in the interest of enhancing natural features, promoting healthy lifestyles and advancing environmental sensitivity in all. **(Environment)**

...a City that projects itself positively and is characterized as a vibrant, dynamic City by the media by practicing good public relations. **(Media)**

...a City that meets the needs of its ethnic community and visibly reflects its cultural/racial diversity. It listens to this community in the on-going development of social harmony. **(Multicultural)**

...a City that recognizes and embraces its business community as an integral resource and a key contributor to the attainment of the present and future aspirations of its citizens. **(Private business/service sector)**

...a City that encourages community spirit through the celebration of successes and the development of co-operative efforts in its community of communities. **(Professional Organizations)**

...a City that is safe and clean, with a clear vision that stresses the importance of local neighbourhoods and cultural identity in its official plan and is governed by a Council accountable to and in constant communication with its citizens. **(Ratepayers/Community)**

...a City that builds on its strengths to be more understanding, caring, and nurturing of its senior and youth constituencies, with a special emphasis on the disadvantaged. **(Seniors/Youth)**

... a caring community that works together to improve the quality of life for all of its citizens. **(Social Services)**

...a City that is committed to capitalizing on the economic benefits of tourism in partnership with its business, arts, culture, hospitality and recreational sectors. **(Tourism)**

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MISSION STATEMENT

- The Committee has developed a mission statement that will serve our community by establishing a firm foundation to guide our City, direct our collective efforts and sustain a vision of success - in our "Pride of Place".

Scarborough embraces the challenge of fostering a progressive and dynamic environment where its communities prosper through social harmony and cultural diversity.

"Without a Vision, people will perish"

King Solomon

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Achieving Pride of Place

- **Partnership**
- **Leadership**
- **Action**
- **Celebration**
- **Enterprise**

ACHIEVING PRIDE of PLACE

- The "Action Steps" for our "Pride of Place" are organized under 5 major areas consisting of:

P artnership
L eadership
A ction
C elebration
E nterprise

The Committee attaches considerable importance to answering the question: 'How do we improve the City's image?' Each section offers a host of suggestions and creative ideas that any member of the community and/or organization can embrace and achieve.

The lists may seem overwhelming but, on the other hand, are by no means exhaustive. The feedback from the public was critical and constructive; we felt that no one's ideas should be excluded. As you review each Action Step you will find that many of the areas contain actions that are simple, and easy to achieve. Those actions make good starting points!

We hope that everyone who reads the actions can say **"Hey, I can do that!" And does it!**

As stated, we listened to all interests - the challenge now is to take action. Building a new image takes more than just actions. It takes commitment and partnership in believing in what we are trying to achieve.

Remember: You only have one chance to make a First Impression!

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PARTNERSHIP

ISSUE

How do we increase and strengthen partnerships in our community to foster and project a better image?

CONTEXT

"Partnership: An association of people working together to build mutual trust and communication in the accomplishment of shared goals."

Partnership is the first component in our "Pride of Place" action plan. To initiate and implement changes to our image, partnerships must come first. Some key areas of action pertaining to forming cooperative efforts include:

- **Promotion/Communication**
- **Community Activities**
- **Intergovernmental Relations**
- **Working Together**

As was stated repeatedly by members of our community - we all need to work together to affect a change in our image.

ACTION STEPS

Promotion/Communication

- Establish working partnerships with key business and development organizations, the City and Chamber of Commerce to cooperatively market Scarborough
- Develop consistent Marketing theme for all marketing originating in Scarborough
- Expand existing Joint Marketing Program with private and public cost sharing of promotion.

Partnership

Community Partnership Activities

Chamber of Commerce/Council

- Develop closer interaction by having Chamber of Commerce meet regularly with a Committee of Council
- Chamber to make presentations to Council on business related issues
- Work cooperatively on joint projects.

Scarborough Sports Council

- Form sports council to build partnerships among all sports groups.

Goodwill Ambassador Program

- Involve all sectors of community in selecting annual 'goodwill ambassadors' to represent the City.

Education/Arts

- Establish an academic chair at university or college level to ascertain value of art to community life.

Social Service Committee

- Establish a Community Service/Social Development Committee to assess community needs and lend support to local groups/organization.

Multiculture/Ethnic

- Develop an understanding for the needs of all minority/ethnic groups and form partnerships amongst all groups in the community.

Inter-generational

- Both seniors and youth share many of the same frustrations and concerns. More formal links should be established to bring together these groups. Specific suggestions include:
- Adopt-a-youth, adopt-a-senior program
- Mentoring project - link interested seniors with troubled youth, alienated seniors with socially conscious youth
- Role models for youth - dialogue and support from adults who aren't family members.

Business/Arts

- Expand mural project to beautify City and celebrate heritage via cost sharing with business community.
- Adopt an Artist program
- Donation of facilities for artists.

Partnership

Community Partnership Activities

Development/Municipality

- Work cooperatively with development community to encourage further high quality develop ment for the City.

Greening of City Streets

- City to work with horticultural society and Arts Council to assist in greening and flowering of City streets.

Media/Community

- Form partnerships with media for the benefit of the City's image.
- Work on special projects together -ie: CFTO and City to jointly develop a Scarborough Winter Fair.

Intergovernmental Relations

- Establish working partnerships with all levels of government and agencies to obtain Scarbor ough's share of public expenditures.
- Improve communication and relationships between Council and municipal employees.

Educational Insitutions

- Meet with all Boards of Education on a regular basis to work on joint projects and to discuss common concerns.

Metropolitan Toronto

- Communicate Scarborough's special needs to Metro for action
- Metro elected officials from Scarborough to more actively pursue special needs such as transit, policing, social services, business development, housing etc.

Province of Ontario

- Communicate Scarborough's needs and current issues - housing, economic development, transit, social services, day care etc.
- Request Province to clean up and better manage existing subsidized housing units
- Encourage Province to be more responsive to housing issues in our City
- Lobby Province to place a priority on extending transit easterly - SRT extension, transit to Zoo along Sheppard Avenue.

PARTNERSHIP

- Federal Government
  - Communicate Scarborough's needs and current issues - economic development, free trade, health, environment, postal services, arts funding etc.
  - Actively develop communication with Federal Government to improve quality of life for major municipalities.

Working Together!

- **Form partnerships with all members of Community to work together to promote our "Pride of Place"**
- **Develop infrastructure and systems that make building relationships easier - break down adversarial roles.**
- **Call on volunteers and caring people within our community to foster partnerships with social service providers, education, multicultural groups, arts, business, media and government to achieve excellence in our community.**

Let's Work Together!

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LEADERSHIP

ISSUE

Recognizing the City's diverse needs, how do we successfully manage our City and show leadership?

CONTEXT

"Leadership: To guide or show the way and direct the performance of a well-tuned orchestra."

The second component and major issue determined to be of significance in changing our image is LEADERSHIP. Without it we are anonymous. Leadership must be provided by all government, community groups and business. Leadership means providing a focus and vision for others to follow. We challenge our community to be the best and lead the parade in developing innovative and caring responses to issues and opportunities.

The major areas of opportunity for leadership in our plan include:

- **Innovation**
- **Municipal Policies**
- **Municipal Services**
- **Council**

ACTION STEPS

Innovation/Risk Taking

- Foster innovation and develop new concepts that will place Scarborough in a leadership role - nationally and internationally
- Take risk in policy development to reflect community as caring, innovative and respected. Try new ideas and enter new policy areas
- Reward innovation and risk taking within municipality - business, arts, education, development, youth, seniors etc.

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LEADERSHIP

Municipal Policies

- Revisit all studies previously shelved and take ACTION
- Waterfront Action Plan - develop and implement plan for Waterfront. Make the Waterfront a priority
- Develop a policy on preservation of historical buildings in City
- Examine the use of surveys/questionnaires/referendums to obtain input on current issues from general public
- Develop and implement a multicultural and race relations strategy. Set goals and objectives with the input of the community
- Establish clear mandate/plan for City Centre with input from all interested parties
- City to take leadership in providing coordination and development of tourism strategy
- Revaluate sign by-laws to incorporate tourism considerations and City entrances
- Balance the sports and arts orientation of municipal services
- Expand equal opportunity program
- Develop a "Green Plan" for City.

Improve Planning Processes

- Revise, notification process for public input
- Expedite development process - Remove obstacles to development
- Remove site plan control from zoning by-law amendment process
- Re-evaluate Section 36 of Planning Act
- Clearly enunciate development regulations and rules governing development
- Consider incentives to encourage further development - ie. Reassessment of use of levies
- Revise the Official Plan to reflect vision and innovation.

Municipal Services

Being a leader means developing and implementing innovative actions which respond to special needs.

- Recognize and support our social services sector
- In conjunction with Arts Community develop an artistic plan for the City
- Develop a plan and individual projects in line with Healthy City Program
- Consider 'hub' model of service provision
- Recreational facilities and programming should reflect the needs of ethnic/minority groups and the disadvantaged
- Create a new department with Commissioner of Arts and Culture
- Implement Child Care Study - be an innovator and put the study to work
- Evaluate the community for safety issues - lighting, landscaping, security, police etc.

LEADERSHIP

Municipal Services

Health Concerns

- Be more demanding and vocal about issues at local and other levels of government
- Address alcohol and substance abuse problems for both seniors and youth.ie. Detox Centre needed for youths, and programs for alcoholic seniors.

Housing and Emergency Facilities

- Need emergency shelters for youth, for abused elderly, abused women and families.
- Building code issues in housing need attention (basement apts, granny flats etc.).
- Address safety and affordability issues.

Municipal Administration

- Develop a Customer Service Program for all departments. Special focus on service delivery.
  Improve Interdepartmental Communication with:
  - Standardize training (cross-training) of staff
  - Interdepartmental Task Forces - draw people from different departments to work together to resolve issue or take advantage of opportunities
- Creation of a positive, friendly working environment
  Improve Staff/Council Relationships by:
  - Defining roles and establishing common goals
  - Encouraging innovation and risk taking in policy development.

Council

- Politicians to encourage citizen participation in changing image and take leadership role in forming partnerships to accomplish goals
- Show leadership via developing mission statement and strategic plan for City
- Show leadership in management of Rouge Valley and Waterfront
- Scarborough plays it too safe - need to use drive, initiative and innovation to move Scarborough from Borough to City
- Obtain Scarborough's share of Metro Toronto's expenditures
- Commit to action in City Centre by commencing with the building of Civic Centre expansion and Arts Centre
- Re-examine Committee system, Council meeting conduct, soliciting of input and decision making process
- Improve responsiveness and communication with constituents
- Initiate innovation and take action in response to providing quality of life for citizens
- Promote City by being effective spokes-people and talking proud of City
- Reaffirm citizen participation in planning process.

LEADERSHIP

City of Leaders

- Foster innovation and risk-taking in the development of municipal policy - Water front, Green Plan, Multicultural/Race Relations, City Centre, Tourism, Child care ...
- Develop a reputation as the best municipality to do business - become a leader in "Excellence in Customer Service"
- Council to project itself as a "team" who can affect change and lead the City aggressively into the next century
- Encourage leadership in all aspects of community life.

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ACTION

ISSUE

What actions/activities should be initiated to affect a change in the City image?

CONTEXT

"Action: Committing to the performance of tasks of importance with passion and drive."

With every proposal and serious plan comes a CALL TO ACTION. As the middle piece of the puzzle ACTION presents itself as activities that should be initiated to affect a change in the City's image. As reflected in our Round Table sessions - we have highlighted the major activities for ACTION:

- **Marketing/Public Relations**
- **Communications/Customer Service**
- **Media Relations**
- **Tourism**
- **Get Moving - ACT!**

ACTION STEPS

Marketing/Public Relations

. Formulate public relations/marketing strategy for the City
. Establish a staff position to coordinate and perform media relations functions
. Hire public relations firm to evaluate and initiate public relations strategy
. Position Scarborough in marketing plan as centre of Greater Toronto Area
. Expand City exposure via:
- column in local newspaper
- Scarborough Cable 10 programming
- Good news hotline
- Advertise in targeted media and publications
- Increases in press releases and press conferences
- Produce Scarborough video
. Initiate Public Relations training program for Council and staff
. Develop program to educate public and media on realities to counteract the false perceptions
. Expand cooperative marketing concept to share costs and to obtain consistent theme
. Promote current major events more effectively (ie Robbie Tournament - Scarborough/Indianapolis Games)
. Respond to incorrect and negative media stories
. Host a regular Mayor's lunch with media to improve relationships and communication.

ACTION

Marketing/Public Relations continued

- Actively promote City's strengths which include natural environment and quality of life
- Develop gateway signage - to welcome people to Scarborough
- Market Scarborough souvenirs (T-shirts, mugs, pens, postcards etc.) in local shops much like the City of Toronto. Develop Scarborough gift and souvenir line for tourists
- Standardize all promotional materials produced by the City.
- Incorporate in public relation campaign our environmental excellence and our involvement in pursuing environmental quality
- Create a new logo, and theme for Scarborough that reflects or 'fits' with community.

Customer Service

- Expand customer service 'In Search of Excellence'Program to all employees. Incorporate seminar and workshop training on public relations, media, protocol and team building
- Create a City Customer Service and excellence award for municipal employees
- Improve management of City - incorporate methods of improving time management
- Ensure all client groups are given excellent and friendly service
- Improve services for multicultural citizens
  - provide translation services from staff resources
  - Publish literature, documents, tax bills in several languages.

Communications

- Improve communication with public:
  - Provide information on areas of responsibility for different levels of government
  - Inform citizens of current issues, accomplishments and upcoming events with City newsletter
  - Initiate a quarterly 'state of the union' address by Mayor, every quarter on Scarborough Cable 10
  - Cooperatively produce a Scarborough Municipal Calendar - with Scarborough scenes, including garbage collection dates, schedule of Council meetings and any major municipal event
  - Develop a new program on Scarborough Cable 10 for Councillors to inform public of current issues in their wards
- Improve communication with police and social service agencies regarding issues, concerns and opportunities
- Meet regularly with police department to develop dialogue on issues of safety, crime prevention, and even to discuss how they present their statistics on crime (There is a perception by the public that Scarborough is the worst place in Metro for crime when the reality is that Scarborough is safer than Toronto and North York)
- Improve communications with business community to protect and nurture their activities in Scarborough in order to keep them here.

ACTION

Media Relations

- Improve communications and develop better relationships with all media
  - Make regular presentations to editorial boards
  - Set up a press council of concerned and informed community members (include journalisim students of local educational institutions) to monitor, guide and improve media reporting and relations
  - Work cooperatively with media on special events/projects within community
  - Develop community "hotline" for good news stories from business and citizens. The stories would then be relayed to media for better press coverage of Scarborough.
  - Designate official spokespersons for media
  - Correct misperceptions and misinformation by constant contact
  - City must create exciting, interesting events which will compell the media to attend and write positive stories.

Tourism

- Develop and implement Tourism Strategy to target existing residents and day trip visitors
- Incorporate into strategy:
  - Tour Bus package - of major venues - Zoo, Guild Inn, City Centre, Bluffs
  - Promotional materials: Tourism Brochure, Video, Display Booth etc.
  - Signage at City entrances - that is friendly and welcoming
  - Tourist Information Booth at eastern entrance of Metro
  - Attraction of major convention centre
  - Joint venture opportunities between venues for the development of tourism packages
  - Public relations campaign: Trade Shows, Seminars, Advertising and local T.V. program on Tourism
- City to take leadership role in coordinating and implementing Tourism Plan with the coopera tion of community (Hire one staff initially to coordinate and develop 5 year plan)

Get Moving - Act!

- **Remove studies from shelves - prioritize and implement actions**
- **Forget about studying something if not going to take action!**
- **Studies for re-consideration: City Centre, Multicultural, Tourism, and Cultural Centre studies**
- **Initiate change and encourage City Centre development by commitment to the construction of Civic Centre expansion, Arts Centre, Central Library (Prove that exciting and innovative activities occur in this City!)**

CELEBRATION

ISSUE

How do we celebrate the strengths and successes of our community to reflect our true City image?

CONTEXT

To spread the word is to Celebrate!

"Celebration: To commemorate, honour and make merry."

Celebration is another major cornerstone for image projection. Recognizing our successes and promoting our strengths is how we can celebrate Scarborough.

This can be accomplished through:

- **Recognition**
- **Special Events**
- **Heritage**
- **City Centre Activities**
- **Talking Proud**
- **Theme**

ACTION STEPS

Recognition

- Recognize excellence in our community
  - Appreciation Day Annual Mayor's Award for Excellence in all fields of accomplishment: Arts, Education, Business, Development/Architecture, Media, Environment, Volunteerism, Sports, Youth Leadership, Citizen participation etc.
- Encourage volunteerism by Civic recognition of special efforts in social service areas
- Recognize and support public and business efforts in environmental areas with letters from local Councillors and Mayor framed for display
- Establish a Youth Leadership Program and recognize several youths each year
- Develop a transit rider award in conjunction with local media for doing something courteous on TTC

CELEBRATION

Special Events

- Celebrate Scarborough's bicentennial in 1996 and for a Citizen Committee to manage and plan
- Announce the opening of Art Centre in 1996
- Acknowledge and recognize ethnic diversity and develop with multicultural community special activities and celebration (ie Multicultural Festival in the Square - possible tie in with Caravan's annual event, Cultural Exchange program within Scarborough for students)
- Foster neighbourhood celebrations and fundraising efforts for social service agencies ie: street dances, meet your neighbour parties
- Celebrate our community of communities with "festival of our villages". Start out with parade from 4 corners of Scarborough and meet in City Centre to celebrate
- Give Scarberia a positive image - Scarberian Winter Festival. Perhaps sponsored by major media ie. CFTO
- Promote "Art in the Zoo". Use Zoo as venue for arts functions
- Consider City Centre Spring Picnic "Blossom Festival" in May/June
- Enhance and promote Canada Day Parade
- Develop a major event - which Scarborough can be identified and known for nationally and internationally
- Sailing Regatta to Bluffers Park
- Encourage and support existing Special Events

Heritage

Celebrate our local heritage:

- Recreate historical moments
- Compile and publish histories of villages and neighbourhoods in City
- Develop citizen resource centre
- Document oral interviews with citizens familiar with history
- Develop historical archives
- Celebrate Scarborough's history via mural project
- Create more historical landmarks or public art that celebrates our history

City Centre Activities

- Create a City Centre with a focus where people can gather to celebrate and have fun!

  Albert Campbell Square should be the central focal point with:

  - People, People, People
  - Street vendors selling food and speciality items
  - Street Art and monuments
  - 100 park benches for lovers
  - Programming - entertainment 5 days per week -bands, festivals, concerts
  - Art Shows in square - weekly in summer
  - Speakers corner
  - Public demonstrations
  - Farmers market
  - Reconsider the roads plans and provide a well signed ceremonial route to civic centre which bypasses the square

CELEBRATION

Talking Proud

To really make an impact on our image, citizens must take part in changing it - by 'talking proud' about our success.

- Promote Scarborough by identifying with City. When asked where are you from? Answer - Not Toronto, not Agincourt but **Scarborough**. Where is the Zoo - Not Toronto, not West Hill but Scarborough!
- Take pride in home and residence by working together on City beautification project
- Recognize the City's youth and get them more involved in community efforts
- Implement a "Search for Stars Program" to seek out famous Scarborough persons and get them involved in image campaign
- Produce "Scarborough Firsts and Did you know ... " publication
- Talk proud about environmental successes
- Celebrate our school system and our children's accomplishments
- Encourage further volunteerism and caring within City (Scarborough could involve its self as a whole community in the Imagine Campaign)
- Municipal Excellence - Talking Proud - City staff to publish articles about our innovations, volunteer to speak at seminars, conventions.
- Community outreach to inform public of innovations
- Establish City Booster Club

Theme for City

- Establish a theme that 'fits' and reflects the community
- Consider changes to logo, slogan and corporate colours to reflect our City's theme
- 'Pride of Place' reflects our City in many ways:
  - Pride in the natural beauty of our waterfront, parks, wilderness areas
  - Pride in our innovations and successes in business, commerce, arts and education
  - Pride in being a 'Green City'
  - Pride in balancing our interests
  - Overall, Pride of Place
- To enhance our image we should endorse:

Enterprise

ISSUE

How can the City show innovation, foster economic development and encourage all of our special communities to be the best?

CONTEXT

"Enterprise: Boldness in undertaking energetic projects and opportunities."

Showcasing Scarborough as an enterprising or innovative community that fosters excellence and risk taking in all endeavours and projects a dynamic and well-rounded image of the City.

"Let's Strive For Excellence" in the following:

Environment, Business Development, Community Development, Arts/Culture and City Centre. Make these areas the starting points for our enterprise.

ACTION STEPS

Environment

- Develop International Stature as a source of environmental expertise
- Develop an open space network including parks, the waterfront, hydro corridors, and water courses linked by pedestrian friendly and landscaped streets
- Attract industry that supports environmental research
- Use the City as a laboratory for environmental research
- Establish an endowment or trust to support environmental initiatives
- Create a fundraising program in Rouge Valley "to support environmental issues"
- Develop a City Lottery for Environmental Projects ie. Valley Halla restoration
- Establish a relationship with the United Nations Environmental Agency
- Support the Chamber of Commerce 'Chamber Card Program' which donates a percentage of its revenues to environment projects in Scarborough.

ENTERPRISE

Business Development

- Develop and implement industrial land policy for the protection of jobs
- Place a high priority on Business retention and direct contact with existing companies to assess their needs
- Develop Economic Development Strategy with quality of life as major focus
- Review business tax assessment and realty taxes to harmonize their impact on Scarborough businesses versus adjacent municipalities
- Develop a promotional strategy to attract commercial/office employment to City Centre
- Encourage developers to build Convention Centre and major hotel in City Centre
- Develop a High Technology Business Centre for research and development
- Improve communication between development industry and City
- Market the City to business as a good place to do business and a rewarding place to live
- Review sign bylaws and their effects on development and business community
- Recommend changes to levies for business/development to reflect business concerns - ie: transit for employees (change 2% park to 2% transit)
- Incorporate business concerns into policy decisions.

Community Development

To portray Scarborough as an innovative and enterprising community the following has been suggested:

- Creation of a Port to allow an entrance to City from across the lake
- Facilitation and encouragement of more executive housing
- Implementation of waterfront plan that incorporates pedestrian linkages along waterfront as a priority
- Obtain an Ontario Hockey Junior Franchise team
- Attract a major sporting facility (8,000 seat) and an annual event with international appeal
- Build a "Natural History Museum" to reflect our strengths - Bluffs, Waterfront, ravines and open spaces
- Implement a Pilot Project in the Golden Mile to redevelop one small strip mall to improve image of area.

Arts/Culture

- Develop and build a high performance Arts Centre to support artists and allow for their growth
- Provide innovative studio space for working artists and students
  - Encourage shopping malls to donate unleased space to artists
  - Empty warehouses for same purposes
  - Encourage artists to work in neighbourhood centre and public spaces
- Expose community to art in order to facilitate community benefits
- Establish regular Arts Program on ScarboroughCable 10
- Set up a summer music camp at the Guild Inn
- Support Arts on Bluffs Project

ENTERPRISE

City Centre

- Develop a clear and workable plan in the short term which establishes the City Centre as the major focal point in the City
- Incorporate cafes, specialty shopping, museums, public art and sophisticated projects into plan
- Plan and implement pedestrian network within City Centre
- Provide and promote balance between natural and man-made features as unique selling point for City Centre
- Develop marketing plan to cooperatively cost share promotion of City Centre
- City to commit to City Centre by taking action and building Civic Centre expansion and arts centre within 2-5 years time frame
- Eliminate the image of City Centre as "sea of parking" by establishing an underground Central Parking Authority for City Centre core
- Celebrate business innovation by encouraging the building of high tech innovation museum for business
- Provide incentives to develop in City Centre:
  - do not use Section 36 and park contributions
  - if levies are applied, they should be for needs directly related to City Centre ie: transit, arts centre
  - expedite development in City Centre
- Establish a City Centre staff task force to coordinate and expedite activities in City Centre.

Enterprising Community

- **Focus community efforts on our strengths in the environment - Green City**
- **Harmonize business with our environment - Sustainable Development**
- **Foster and encourage business development**
- **Encourage creative solutions to community living**
- **Support and expand the Arts and Culture needs of the community**
- **Create a dynamic and thriving City Centre.**

NEXT STEPS

PRIORITIES

Who should do what?

As stated throughout the discussion paper, any member of the community can take a leadership or partnership role in implementing the host of recommendations.

The Municipality is in a position to take leadership in the implementationof the recommendations. A cooperative effort, however, will achieve the best results.

What comes next?

The first priority for this Paper is to seek commitment and support from not only Council but the community as a whole in implementing some or all of the opportunities presented.

Further consultation and presentation of the discussion paper to the community will be required by Council to determine priorities.

A permanent citizen "Pride of Place" Committee should be established, to advocate the visions in the paper, to form partnerships, and to communicate results on improving the City's image.

It is anticipated that many of the actions presented will be acted on immediately by forces within our City, and we applaud and encourage their leadership.

• Pride of Place • Pride of Place

Acknowledgements

For all of us, the opportunity to create a Discussion Paper on the City's Image has been a rewarding experience, opening up new doors and forming new partnerships among ourselves and members of the community at large. Few cities have attempted or initiated such a project and Scarborough's Council should be celebrated for its innovation in setting up the Committee and for seriously considering our call to action.

Special thanks to all those who provided input, advice, guidance and support. This is by no means the end - but really the beginning of the process to reflect our "Pride of Place".

Thank you,

Scarborough Image Committee

Acknowledgements

Special thanks to those of you who participated in this project, whether it was attending or participating in a Round Table or taking the time to put your thoughts and concerns down on paper.

Mr. Ombry
Lois James
Fred Hill
Ken Johson
Eric Tippen
Lucy Roy
Frank Fulbert
Karin Eaton
Sarah Walker
Jeff Holec
John Brickenden
Bruce Brown
A. Bally
Maureen Shorn
Bill Trion
Paul Crawford
Deidre Ephids
Gord Ashbury
Frank Pastor
Abel Van Wyk
Mrs. Verkerk
Bob Watson
Peter Nielsen
D. Paul Schafer
Phyllis M. Cowan
D.B. McCowan
Frank MacGrath
Pat Kelly
Frances Barnes
Peter M. Ridgway
Myrna Miller-Tait
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Andrea Kelly
John McMillan
Janet Mason
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Lillias Bargery
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Bob Milkovich
Glenna Richardson
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Brian Punchard
Walter Barkey
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J.J. Barnicke
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Bonnie Fitz
Frank Milus
Robert Stephens
Warren Fraser
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Selwyn Joseph
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Alex Yam
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Inez Elliston
George Efstratiadis
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Tommy Lam
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Marina Bertozzi
Howard Gross
Christine Smith
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Cyril Gibbs
Brian Woodlock
John Wilkinson
Warren Campbell
Brian Harrison
Ted Teshima
Peter Ridgeway
David Grass
Wally Ciastko
John Wimbs
Brian Jackson
Lindsay Dale-Harris
Ron Gordon
Michael D. Walker
Bruce McCowan
Frank Pastor
Jan Foley
Tom Wahl
Al Cheatly
Loran Tweedie
Ralston Walters
Evelyn Dean
Kalano Jang
Henry Shannon
Roks Lam
Rosa Chan
Mel Medamba
Brigitte Schotlz
Chimbo Poe Motumba
William Au
Sudershaw Beri
Asif Khan
Sherene Shaw
Barry Papaleo
Ann Rexe
Thea Adams
Bob Quinn
Bonnie Casha
Chris Hull
Anna Bates
Don Gray
David Fuller
Cathy Huppe

Acknowledgements

Jacqueline Maclean
Kim McKenzie
Liz Harding
Cindy Mucci
Madeline Ziniak
Anne Ollikainen
Heidi Huxhold
Peter Wong
Madeline Sim
Mrs. Kashyap
Robert Brown
Valerie Plunkett
Donald R. Williams
Margaret Campbell
Henry Ramjass
Edward J. Levy
Simon Winston
Hans Lammers
Sharon Vincent
Morley Kells
Henry Benoit
Peter L. Mason
Ray McNeil
Al McDougall
Reverend Harold Roberts
Barry Hitchcock
Ben Loughlin
Norair Yeretsian
Daphne Wagner
Claudia D'Avilla
Dr. Murray Frum
Joe Pacek
Ron Roy
Miranda Pinto
Milt Pearson
Beryl Potter
Dawn Walcott-Parris
Earl G. Campbell
John Fauteux
Bob Kerr
Ken Page
Grant Worden
Ron Benson
Paul Hyatt
Karl Meier
Jack Poots

Jane Coutts
Dick Singer
Mark Daily
Cathy Craig
Janice Lessard
Trudy Hardy
Lew Golding
Shene Ayres
J.E. George
Mr. Shakti
Ken Urback
John E. Rutherford
Pam Morse
Liz Stark
Raymond Moriyama
Martin B. Drinkwater
Richard A. Geofroy
Eugene Tarczy
Stefan Ciopos
Paul Fink
Tony Hamilton
Peter Boyd
Al Gunn
David Hogg
Ken Greenberg
Gordana Nikojevic
Elske Bosma
Roslyn Houser
Lydia Adams
Paula Dotey
Ted Ralph
Bernard Rasch
Mario Ferri
Pat Tallon
Tim Feher
Adair Heath
Aruna Papp
Jacqueline Campbell
Christine Ferguson
Mary Ellen Nicholson-Vidette
Sandra Smith
Marion Zimmer
Don Cryder
Ross Inkpen
Jean Miller
R.M. Sayers

Peter Carter
Joe Cote
Doug Mahood
Mabel Wong
Odette Maharaj
Marie James
Garner Charles
Harold Hird
Obert Puck
Clancy Delbarre
Bill McDonald
V.P. Mayne
Russ Donaldson
Bill Whiteside
Diarmuid Nash
G.M. Johnson
John C. Buddo
Lloyd Cherniak
Andrew Barnicke
L. Alan Bone
Rob Hawkins
William Longdon
Norm MacLeod
Peter Weed
Geoff Crewe
Philip Tyrwhitt
Chris Kitts
David Stewart
Pat Bollengberghe
Jack Dugan
Kris Magidsohn
Gerry Altobello
Pat Jensen
Kwok Sung
Carol Smith
Freida Chavez
Lesley Siegal
Lai Chu
Doug Henry
Linda Bouerman
Dianne M. Williams
Leo Barros
Cliff Fraser
Bob Marshall
John Ogden
Nelson Sims

• Pride of Place • Pride of Place • Pride of Place • Pride of Place • Pride of Place • Pride of Place • Pride of Place • Pride of Place • Pride of Place • Pride of Place • Pride of Place • Pride of Place • Pride of Place • Pride of Place •

ACKNOWLEDGEMENTS

James J. Sweeney	R.H. Thornton	Cliff Tripp
Tom Torokvei	Harvey Barron	Mayor Joyce Trimmer
Richard Ling	Lisa Vanexan	Bob Pozzobon
Roberta Filer	Dr. Wilson Head	Alan Demb
William Cuff	Warren Fraser	Nelson Melnyck
Mike Tzekas	John Laporta	Alex Vanderzand
Bill Forrest	Doug Drew	Danny Amoto
Stuart Golvin	David Mallette	Steve Zakem
Joel Peters	Adele Freedman	Stuart Green
Debra Hutchison	Robert Christie	Larry Johnston
Peter Mitchell	Mike Withiam	Stewart Redman
Hazel Snake	Deborah Dale	Terry Birrell
George Stockton	Robert Cotton	Margaret Killey
Gary McGee	Bill Clemens	Chris Roberts
Ron Chopowick	Bill Lewis	Frank Jones
Ron Moeser		

Every effort has been made to include names of everyone. Please accept our apologies if we have missed you.